Updated: 03112026

Low Chin Heng, Ph.D.
Email: chlow@smu.edu.sg

Lee Kong Chian School of Business, Singapore Management University
50 Stamford Rd, Singapore 178899

TEACHING EXPERIENCE

Jul 2025 – Present	**Singapore Management University** Senior Lecturer of Organisational Behaviour & Human Resources (OBHR), Lee Kong Chian School of Business
Aug 2017 – May 2025	**Singapore Management University** Adjunct Lecturer of Organisational Behaviour & Human Resources (OBHR), Lee Kong Chian School of Business • Taught 'Management of People at Work' (Undergraduate programme). • Taught 'Employer Branding for HR' (Undergraduate programme).
May 2021 – Jun 2024	**University of Iowa** Visiting Lecturer of Tippie College of Business • Taught 'Introduction to Global Business: Asia Pacific' (Students came to Singapore for their Study Abroad programme).
Jul 2018 – Jun 2022	**Singapore University of Social Sciences** Associate Faculty of S R Nathan School of Human Development • Taught 'Volunteer Management' (Postgraduate programme).
Feb 2017 – Jul 2017	**Curtin Singapore** Adjunct Lecturer of Curtin Business School • Taught 'Human Resource Management' (Undergraduate programme).

RESEARCH EXPERIENCE

Dec 2016 – Present	**Australian National University** Honorary Research Fellow of Research School of Management • Connect with researchers for scholarly exchange. • Conducted research on psychological contracts, role identities and self-concepts.

SERVICE TO ACADEMIA

May 2023 – Present	Reviewer for Human Relations
Jan 2019 – Present	Reviewer for Small Group Research
Mar 2013 – Present	Reviewer for Journal of International Education in Business
Jan 2025 – Mar 2025	Reviewer for 85th Annual Meeting of the Academy of Management (AOM 2025)

INDUSTRY EXPERIENCE

Sep 2017 – Oct 2019 **National Volunteer & Philanthropy Centre**
Deputy Director/Lead, Community Partnerships

- Spearheaded the development of a community development methodology that was customised to the Singapore context and relevant across causes.
- Managed the development of a network of non-profit community leaders, as a prototype to synergise and multiply strengths across communities for social impact.
- Supervised the Volunteer Experience Programme, which offered first-time volunteers a curated programme to try out volunteering as a way of giving back to society.

Nov 2013 – Aug 2017 **Ministry of Trade and Industry (MTI)**
Deputy Director (Futures and Strategy Division – Organisation Development)

- Applied behavioural science principles and processes for improving organisation effectiveness.
- Conducted research on employee engagement matters to inform evidence-based management.
- Served as in-house trainer for Organisational Excellence topics.

Jun 2006 – Oct 2013 **Ministry of Trade and Industry**
Senior Assistant Director (Research and Enterprise Division)

- Managed change project for government agencies to streamline numerous business licences.
- Brought the agencies' licences on board the Online Business Licensing Service (OBLS) portal for a better licensing experience to businesses.
- Planned and implemented regular customer service audits and training for front-line government officers across agencies on board the OBLS.

Oct 2003 – Jun 2006 **Ministry of Trade and Industry**
Assistant Director (Enterprise Division)

- Implemented strategic developments for Singapore's key Government-to-Business (G2B) initiatives.
- Managed change for government agencies to participate in new G2B e-services.
- Developed the OBLS with pilot group of government agencies (OBLS won the UN Public Service Award in 2005).

Aug 1997 – Sep 2003 **SPRING Singapore (now known as 'Enterprise Singapore')**
Manager (Local Enterprise Division)

- Reviewed operational process issues and contributed to resolving a significant portion of them through the Pro-Enterprise Panel Secretariat.
- Managed the implementation of National Cost of Quality (NCOQ) Programme for local small and medium-sized enterprises, helping them to reduce hidden costs due to wastages and inefficiencies.
- Managed consultant teams to develop model companies for the NCOQ programme.

EDUCATION

2008 – 2013 **University of South Australia**
PhD in Business and Management
- Thesis: ‘A career stage perspective to employees’ preferred psychological contract contributions and inducements’.

2000 – 2004 **University of Leicester**
MBA (Distinction)
- Thesis: ‘Agents’ Behaviour of Successful Business Alliances’.

1993 – 1997 **National University of Singapore**
BSocSc (Honours), Second Class (Upper Division) in Economics
- Thesis: ‘Change in Game Rules and Change in Agents’ Behaviour’.

2007 **Harvard Kennedy School Executive Education**
- Cross-Boundary Governance through Agreements and Standards.

PUBLICATIONS

- **Low, C.H.**, Wang, J., Bordia, S., Koh, B., & Lim, T. (2026). *Build Resilience by Fighting Zombies.* SMU-26-0019TN. SMU Centre for Case Learning Excellence. https://ccx-shop.smu.edu.sg/products/zombicide

- Lim, P., Gupta, N., Pinisetti, S.S., **Low, C.H.** (2026). *Elevate: Establishing a Volunteer Management Programme for Uplifting Vulnerable and Economically Disadvantaged Students in India*. SMU Centre for Case Learning Excellence. https://ccx-shop.smu.edu.sg/products/elevate/

- Lim, P., **Low, C.H.**, Koh, K. (2025) Hardiness, optimism and hope: Longitudinal study of how individuals may build resilience through experiential undergraduate university courses. *Academy of Management Annual Meeting Proceedings 2025*, Copenhagen, Denmark.

- **Low, C. H.**, Wang, J., Lim, P., & Koh, B. (2025). HeroClix®: A Multiplayer Chess Game for Teaching the Fundamentals of Human Capital Management. *Management Teaching Review*, (OnlineFirst).

- Wang, J., Chia, I., **Low, C.H.**, & Lim, D. (2020) Learning about Shared Leadership Through Improvisational Theatre. *Sage Business Cases*. SAGE Publications, Ltd.

- **Low, C. H.**, Bordia, P., & Bordia, S. (2016). What do employees want and why? An exploration of employees’ preferred psychological contract elements across career stages. *Human Relations, 69*(7), 1457–1481.

- **Low, C. H.**, & Bordia, P. (2011). A career stage perspective on employees' preferred psychological contract contributions and inducements. *Journal of Management & Organization, 17*(6), 729–746.

PRESENTATIONS IN ACADEMIA

2025 **The 85th Annual Meeting of the Academy of Management (AOM)**
Presented on 'Hardiness, optimism and hope: Longitudinal study of how individuals may build resilience through experiential undergraduate university courses.'

2023 **2023 INDEX Symposium @ SMU, Singapore**
- Presented on 'Exploring state hope and dispositional optimism as antecedents of hardiness using SMU-XO courses.'

2023 **SMU Learning Innovation Festival 2023, Singapore**
- Presented on 'Teaching team dynamics with an escape room.'

2022 **International Resilience Revolution Conference 2022, Blackpool, United Kingdom**
- Presented on 'The Cultivation of Hope in Individuals and Their Hardiness.'

2021 **34th Australian and New Zealand Academy of Management (ANZAM) Conference, Perth, Australia**
- Presented on 'Toward a model of hardiness development: The effect of hope on hardiness.'

2012 **2nd Psychological Contract Meeting, Australian National University, Canberra, Australia**
- Presented on 'A career stage perspective to employees' preferred psychological contract contributions and inducements.'

2011 **International Employment Relations Association (IERA) 18th Biennial Conference, Singapore**
- Presented on 'Career stage perception and preferred psychological contract elements: an exploratory study on Singapore public sector employees.'

2009 **23rd Australian and New Zealand Academy of Management (ANZAM) Conference, Melbourne, Australia**
- Presented on 'A career stage perspective to employees' preferred psychological contract inducements.'

AWARDS

- Singapore Management University Teaching Excellence (Outstanding Adjunct) Award 2024.
- Singapore Management University Teaching Excellence (Outstanding Adjunct) Award 2021.
- Singapore Management University LKCSB 5-Year Long Service Award for Adjunct Faculty.
- Singapore Management University LKCSB Dean's Teaching Honour List (Annually from Academic Year 2018–2019 to Academic Year 2025–2026).
- Singapore Management University Top 10 Adjunct Teaching Award (Academic Year 2017–2018).
- Singapore University of Social Sciences Award for Teaching Excellence 2022 (Honourable Mention).

- National Day Awards 2015: Commendation Medal (for distinguished performance, competence and devotion to duty).

- University of South Australia International Graduate School of Business (IGSB) Doctoral Scholars Award 2011.

- University of South Australia IGSB Doctoral Scholars Award 2009.